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Joseph Andrews-Head of Collection Development and Acquisitions-U. of Central Florida Libraries

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Against the Grain

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Interview with Joseph Andrews

Head of Collection Development and Acquisitions,
U. of Central Florida Libraries, Orlando, FL (Mouseland)

by Katina Strauch (Editor, *Against the Grain*)

Y'all. I met Joseph Andrews at VCU when I visited there many, many years ago. He is "laid back," like he describes himself, but he is also a thinker. Read this interview. It is really good. — KS

ATG: Hi. Tell me — where did you come from and how long have you been here in Florida?

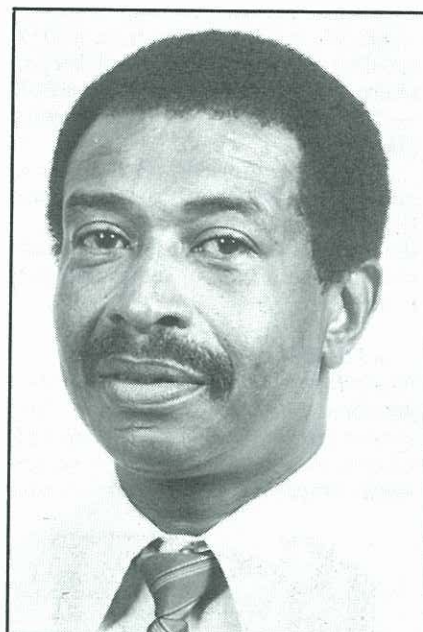
JA: I was born in Rocky Mount, North Carolina, but I've never worked in N.C. I've been here since January 4, 1988. That's nine years! I came from VCU where I had various positions between 1979 and 1987. These positions included: Reference Librarian, Acting Head of Reference, and Head of Circulation Services in both the academic and medical libraries. I didn't start as a collection development person. I was a reference librarian and then in 1981 I was made acting head of reference. But I am happy in acquisitions and collection development these days. I am glad that I made the change.

ATG: Where did you go to library school?

JA: First let me tell you why I went to library school. I was a piano major in the Music Department and everybody was playing circles around me. I was not that good. My mother had a friend who was a school librarian and suggested I become a school librarian. So, after graduating from North Carolina Central University in 1970, I was certified by the state to be either a music teacher or a librarian. I returned to NCCU library school in September 1970 and graduated in August, 1971. The library school was not accredited until 1975. In 1983, I returned there to convert my unaccredited degree to an accredited one.

ATG: Then what did you do?

JA: My training is very interesting. When I finished library school in 1971, I got a job at St. Paul's College in Lawrenceville, Va. It is a historically black institution. Then I lucked out and got a scholarship from the Henry Luce Foundation and got to go to St. John's College in Santa Fe, New Mexico, during the summers of 1972-1975. The Santa Fe campus is the West campus of St. John's col-



lege in Annapolis, Maryland, where the program is centered around the Great Books. It was an interesting experience. It's like getting a Master's to read, participate in seminar discussions, and do all those early scientific experiments. It was hard as hell, too. It stretches you. The approach is so different. It humbles you. You become less self-centered and learn that it's acceptable to say, "I don't know."

I also went to the library administrators' development program at the Univ. of Maryland Library School for two weeks during May 1975 before returning to Santa Fe where I earned an MA in Liberal Education. I've been lucky by default that things that I have been doing have led to other jobs.

ATG: Tell us about your current job?

JA: I came here as a reference person and was selected as the Head of Collection Development and Acquisitions when my director was looking for internal candidates. In this position, I coordinate all the university's collection development activities and prepare accreditation reports. I should say I assist in these duties. I have 17 librarians who have collection development responsibilities assigned to a particular department. Paraprofessionals do all the ordering. We are using Innopacq for only acquisitions and serials control.

We have used Innopacq since 1983. The other system which we use (in the overall library) is NOTIS.

Special collections and archives is also a part of this department, but there is a librarian who is responsible for this area and a paraprofessional under his supervision. Our special collections consists primarily of The William J. Bryant Collection. The Bryant Foundation supports the collection and annual lectures about Caribbean culture on campus. One of the paintings appeared on the cover of the November 1992 issue of ACRL's *College and Research Libraries News*. The 1992 issue was also selected to appear on the ACRL 1996/97 Calendar. I invite you to view The Bryant West Indies Collection at our Web site <<http://www.oir.ucf.edu/bryant/>>

ATG: What's your budget this year? Has it increased?

JA: This year we have 3.3 million dollars for materials. Our budget has gone up significantly the last few years. The state of Florida has a specific fund for libraries and a formula to fund universities based on enrollment so our increase is based on enrollment growth. In 91/92 we had \$2 million.

About half of our budget goes to serials. We have a separate serials department which spends about \$1.5 million. The acquisitions unit purchases everything that's not a serial which includes many monographic continuations. A lot of reference materials are handled in this way.

ATG: Are you adding new serials?

JA: Selectively. We add new titles based on faculty requests and, in addition, we look at ILL requests. We canceled a lot of serials several years ago, and we are providing free journal articles to students, faculty and staff through Interlibrary Loan.

We have EBSCOhost. We also brought up CARL UnCover in January. We are using the LSU Model.

ATG: How do you select CDs and laser discs?

JA: We buy CDs and some CD-ROMs. For the most part, they are purchased to support the music program. The

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music department wants CDs and laser discs, and sometimes the theater department and faculty in the film program also select both CDs and laser discs.

ATG: *How big an institution is Central Florida? How many students?*

JA: Our number of faculty and staff is in the thousands. We have about 28,000 students. **The Univ. of Central Florida** started in 1963 and is part of the state University System of Florida. We graduated our first class in 1970 and were originally called the Florida Technological Institute. The University is divided into 5 colleges — arts and sciences, business administration, engineering, public affairs, and education. We were recently classified as a Carnegie doctoral granting institution.

ATG: *What does that mean?*

JA: We are striving to become a major research institution because this is the highest honor/classification. *The Chronicle of Higher Education* lists these institutions. In the past, we were not classified as a doctoral institution. Our goal, though, is to have at least 50 PhD's a year. You can visit our homepage at <http://www.ucf.edu>

ATG: *So — what are you buying?*

JA: Everything. We allocate monies to the 42 departments to purchase materials. Each department has a faculty member as a representative to look at the approval plan and make selections. Whatever they want, they get. There is no ceiling on prices. With the approval plan, if an item is over \$150, it comes as a slip. But if the department wants something and they have the money, the item is bought. Recently, for example Physical Therapy wanted to get the **ADAM CD** and put it on a LAN. Since they had the money, there was no problem.

We also allocate money for librarians to spend based on circulation stats and librarians can buy whatever they want to buy. We do this to create a balance. Frequently faculty know what they need and want, but not what students are requesting. For example, art had \$3,000 for the department to spend and \$3,500 that the librarians selected for art. On approval, we got about \$24,000 last year. In total, we spent over \$31,000 on art materials.

ATG: *Tell us more about your approval plan.*

JA: We only have one. We use **Baker & Taylor**, but we also support programs

on area campuses. The state of Florida mandates that anybody who graduates from a community college in Florida (AA degree) is automatically admitted to a 4-year college. So in Brevard and Volusia counties, where students can get an AA, and can also get a BA and masters there, we have approval plans for those campuses.

We get approval plan shipments every week. We take them down on a Friday and then we look at what we will keep and return. Last year we spent over \$600,000 — 500 titles a week — on the approval plan.

We have a preview room for the approval plan. Books are sorted by broad LC class when they come in. Faculty and librarians have a week to look at the materials and put a keep or return flag in the books.

ATG: *That's exactly what we do at the College of Charleston. Except we only get about 140 books a week even though we just recently increased approval plan monies. And we don't have a separate room. Maybe in the new library which*



will be built in 1998 hopefully. Tell us, what was your return rate last year? And do faculty come and look at the books? We figure we only get 5-10% of the faculty coming in.

JA: Our return rate last time we looked at it was 10-15%. Truthfully not many faculty come in to look at the books. Some dedicated faculty members come in. Librarians, however, come up every week and take a look at those things. Of course the fact that I contribute to their evaluations might be a partial incentive.

ATG: *What's the scope of your approval plan and how often do you review the profile?*

JA: We have reviewed the whole profile twice since 1989. The most recent was three years ago, in the 1994/95 school year. Faculty representatives came over to the library to review the profile and made changes where they thought it appropriate.

B&T's academic division which was formed to increase their market share is

quite good. **Dana Alessi** is fabulous. We are pleased with them and we are getting a good discount. We are in the process of renegotiating a larger discount as we speak.

ATG: *Okay. You are buying software as you said above. What are you doing for the hardware to support it? We are very nervous about this at my library. How about an electronic materials collection development policy? Do you have one? I am sure that Tony Ferguson (who runs electronic collection development policy workshops at the Charleston Conference) is listening ...*

JA: We worry, but we don't worry. We have a significant equipment budget. Right now, the library is getting what we need.

The **Florida Center for Library Automation** also purchases equipment for the Library. We haven't written an electronic collection development policy yet. Our initial collection development policy was done for every department and includes all formats. The intellectual content is what's important, not the format. Yes, I attended Tony's preconference and I have been to the Web pages at the Univ. of California Berkeley on electronic collection development policies, but we just aren't there yet.

ATG: *Tell us about the Florida Center for Library Automation.*

JA: The state gives the Center money for joint purchases and automation — we haven't run out of space yet. The directors of all the libraries in Florida jointly decide what we want to purchase and then each is assessed x number of dollars for the databases only. The state still funds the people and all the hardware like they have always done. Recently, we were able to upgrade the online catalog using PC-based smart terminals. The state funded that.

ATG: *How did you decide to purchase EBSCOhost? How do you settle on one product over another?*

JA: We invited **EBSCO** to come and give a demo. We also looked at competitive products. It was a new product and we wanted to do something with fulltext and electronic. The university paid for the subscription to **EBSCOhost**, not the library. We are having classes to help students and faculty use the product. They are learning about distance hook ups.

ATG: *How many people work in your department?*

JA: There are 5 paraprofessionals in the acquisitions unit. Special collections
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has 1 professional and 1 paraprofessional. We have a new position (advertised in January) in acquisitions for another paraprofessional. I am the only professional — they do the work! The library is a matrix organization — all department heads report directly to the director.

ATG: You are hiring a new director. How's that going?

JA: We interviewed 5 people and brought 2 people back in. The decision is about to be made, I believe.

ATG: What are your issues for the future?

JA: Ah, my personal concerns for the future for libraryland. We are doing what everybody else is doing. The director sent me to the ARL Resource Management Institute, the Collection Analysis Institute, the ALCTS Collection Development Institute. We hired a consultant to teach us to write collection policy statements and assessments using the RLG Conspectus for each department. We are very proud that we have done this and are in the mainstream. We have created standard forms to be used for accreditation. I really don't have too many concerns. Of course, we are worried about space — we will need a place to put all of these new resources. And we need more professional librarians. We don't get new faculty lines for librarians. We have increased training responsibilities for Internet training and we

are, frankly, going crazy. Recently, Sprint contributed a learning center where we can do training. Sort of a BI room. The new Sprint lab is all great computers, but the librarians are so spread out and then there's the normal bibliographic instruction that's needed. We don't have enough people to do all the things that need to be done.

ATG: Have you done any outsourcing?

JA: No. The only thing we have done so far is that we outsourced **Brodart** to catalog our Curriculum Materials Center. And we have **Marcive** for the cataloging of government documents. But we are looking to find someone to do **CIS** cataloging and **NTIS** report cataloging. We are not doing away with our catalog department!

ATG: How about reorganization?

JA: We have access services, circulation, serials, reference, cataloging and collection development and acquisitions. The only reorganization we have done is that access services and circulation were split up. Of course now that we are hiring a new director, I don't know what will happen ...

I don't feel threatened by change. When new people come aboard, they usually have new ideas. I will continue to make contributions to the library no matter what. I try to keep up with the field. I am really a very laid back person. I don't have to fill the room with my presence. I am fortunate to have mentors with confidence in my ability.

ATG: Tell us more about Joseph. What's his personal life like?

JA: Let's see. I am not married and I have no dogs or cats. Please don't send me stuff! I have a family which I am very close to. No one lives here in Florida but me, but I have a brother, sister and uncle and nieces and cousins. My sis is in NY, one of my cousins is in Virginia, other cousins are located in Texas, and NY and I have nieces in NY and Michigan. Since I live in Florida, I am never lonely. Plenty of family come down and bring their kids. It's fun for me, too. I get lots of food and beverages out of the deal!

ATG: What you do for fun?

JA: I used to love music. But, basically, I throw myself into reading about business in general. I want to know how to become a more effective leader. I keep up with what's going on in libraryland and am interested in organizational changes, but not to the point of driving me up the wall. I read magazines and newspaper articles that dictate where life is going to be for you and me. After I went to St. John's I realized I didn't have to pretend to be an intellectual, only be myself! 🌿

I have to tell y'all that I LOVE doing these interviews. I can't thank y'all enough for making it possible for me to do them. I learn so much about people and come to know and love them! I certainly did in this one with Joseph. Thank you. — KS

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dynamics are such that library customers shop around for the best price and the best service. I think that this isn't going to change. B&T will continue to offer the best prices and service that we have built our reputation on.

ATG: Why don't you just sell off of one discount schedule to libraries? You can differentiate it by type of library if necessary.

JU: We would be happy to do that. However, the moment we do that, our experience shows that the library will seek a better offer from our competitors. Libraries seem to prefer competitive pricing to a standard schedule. Competitive pricing allows the library to continue to improve pricing from their distributor.

The discount which we give, obviously, is tied to the type of publisher and the classification of the book. We try to do our best to extend a discount in accor-

dance with our agreement with our customers.

ATG: What kind of books do you give a short discount on?

JU: There are a number of factors leading to how to price a book. Is it a slow-moving book, one which we purchase one or two at a time? Does the publisher require prepayment? Is it non-returnable to the publisher? What is the binding? Paperbacks are low-priced; therefore, our distribution costs are relatively higher. Of course, the price which we are charged by the publisher is another factor.

ATG: What can librarians do to audit their own invoices?

JU: Check *Books in Print* or *TitleSource* for current list price. Take a sample of purchases and compare prices with other vendors. Ask for quotations in advance. You can always ask the vendor if a book is classed correctly for discount purposes.

ATG: How about the Hawaii outsourcing case? That was about pricing as well.

JU: There is no connection whatsoever between that case and this one. The arrangement with Hawaii was for a flat price per book and it was as straightforward as it could be. And the price included selection, acquisition, cataloging, and processing of each book.

ATG: Any parting words?

JU: I have told the press that we believe that the charges are groundless and that we will do whatever it takes to preserve our good reputation. We will not allow these false allegations to affect our business or our relationship with America's libraries. We have a good corporate reputation which we have been building for 169 years. We are pleased that our customers have expressed overwhelming solid support for B&T. 🌿